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# Environmental Enforcement Kaizen Event Report Out

By:  
Depends

April 22, 2005

# Background

Ed and Barb

- No written enforcement protocol
- Lack of communication and interaction between Legal, FO, CO, and AG
- Inconsistency
- Lack of performance indicators
- NEED TO IMPROVE COMPLIANCE



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# Team Members

Kelli

Chris Van Gorp, DNR (Team Leader)

Ed Tormey, Legal Services BC

Anne Preziosi, Legal Services staff attorney

Kelli Book, Legal Services staff attorney

Diana Hansen, Legal Services staff attorney

Theresa Stiner, Energy & Waste Mgt Bureau, Env. Specialist

Lori McDaniel, Water Quality Bureau

Rachel Quill, Air Quality Bureau

Paul Nelson, IGS & Land Quality Bureau

Barb Lynch, Field Services BC

Paul Brandt, FO 6, Env. Specialist Senior

Jeff Vansteenburgh, FO 2 Supervisor

Dan Stipe, FO 4 Supervisor

Julie Sievers, FO 3, Env Specialist Senior

Mike Wade, FO 1, Env Specialist Senior

Jim Stricker, FO 5 Supervisor

Dave Sheridan, Attorney General's Office

Dave Dorff, Attorney General's Office



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# Objectives

Chris

1. Remove silos/improve communication.
2. Improve perception of the enforcement process.
3. Standardize the process.
4. Prioritization of referrals within programs.
5. Develop a communication program.



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# Goals

Julie

1. Time from violation to referral no more than 90 days.
2. Time for legal staff to invite violators to negotiations no more than 90 days.
3. Settlement discussions no more than 60 days.
4. Unilateral order no more than 90 days.
5. Referral to Attorney General's office no more than 60 days.



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# Kaizen Methodology

Theresa

1. Clear objectives
2. Team process
3. Tight focus on time
4. Quick & simple
5. Necessary resources immediately available
6. Immediate results (new process functioning by end of week)
7. 5S “mindset”, use the steps to support the event activities



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# Old Process

Paul and Paul



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# New Process

Mike and Jeff



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# Results

Lori

	Old	New	% Change
# of Steps	137	132	4%
# of Handoffs	38	29	24%
# of Delays	43	19	56%
# of Decisions	29	10	66%
% of Value-Add	8%	10%	2%



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# Results

Lori

Delays (days)	Old	New	% Change
Consent Order	B-110 W-2296	B-66 W-338	B-40% W-85%
Unilateral Order (without appeal)	B-122 W-2278	B-53 W-164	B-57% W-92%
AG Referral (suit filed)	B-140 W-2875	B-140 W-274	B-0% W-90%



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# Implemented

Diana

1. Better definition of Enforcement Coordinator
2. Referral Checklist
3. Routing Slip
4. Improved Communication



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# Homework

Rachel and Dave

Action	Assigned to	Completed by
Develop environmental priorities. Referral Standards	Enforcement Coordinator, (Dan) Attorneys, CO program area	27-May-05
Each program develop environmental indicators	Scott VanderHart, Alex Moon, Amie Hart, Jim Humeston, Rachel Quill, Steve Hopkins, Joe Griffin, Cal Lunberg, Kelly Stone, FO Supervisor	1-Jul-05
Draft standards for referral package, template & form	Anne and Kelli	6-May-05
Referral meeting agenda	Jeff and Jim	6-May-05
Referral standard for type of legal action	Ed, Dave, Dave	3-Jun-05
List of referral to FO for review	Ed	29-Apr-05
Review of Kaizen Week and New Process Map	Team Members	29-Apr-05
Develop FO and program area training	Julie, Lori, Mike, Paul N., Kelli, Rachel	1-Jul-05
Conduct FO and program area training	Julie, Lori, Mike, Paul N., Kelli, Rachel, Barb & Team Members	15-Aug-05
Enforcement Coordinator, CO supervisor and FO supervisor role	Barb and all Bureau Chief	6-May-05
Publicity on bad guy and web page (meeting)	Ed, Barb, Communication Bureau, Bob Brammer, Dave S.	6-May-05
Status of referrals - monthly update	Ed	1-Jul-05
Template for NOVs	"Enforcement Coordinator and Program area"	1-Jul-05
Supplemental Environmental Projects	Ed	1-Aug-05

# Parking Lot

Dan

1. Notify appropriate staff of AG referrals
2. Backlog of appeals (\$760,000)
3. Staff capacity
4. Training and Education of Regulated Public
5. Educate Local Government Officials



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# Team Member's Experience

Dave, Jim and Anne



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# Comments

Jim



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We welcome your  
questions and comments!



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